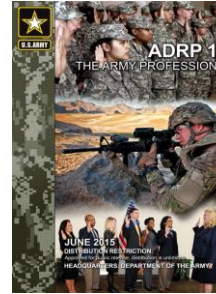




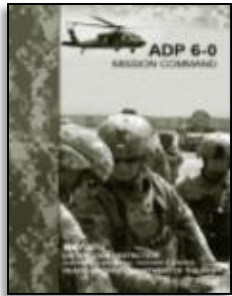
ADP 1
The Army



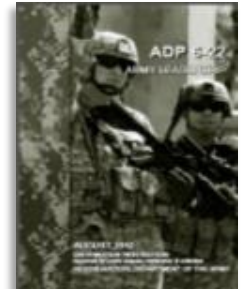
ADRP 1
The Army Profession



ADP 6-0
Mission Command



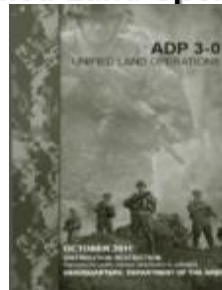
ADP 6-22
Army Leadership



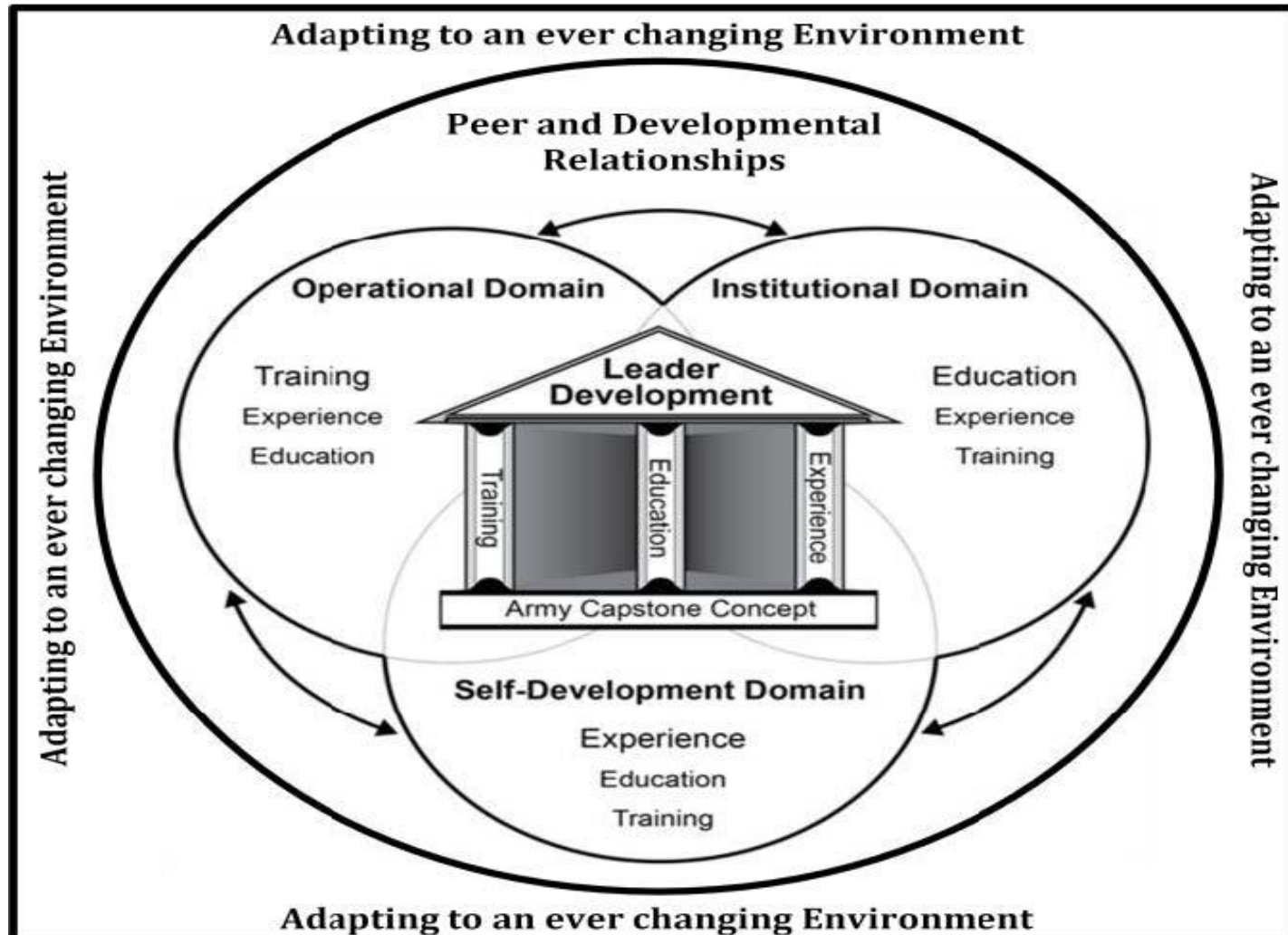
OUTCOME
Ethical Application of Landpower

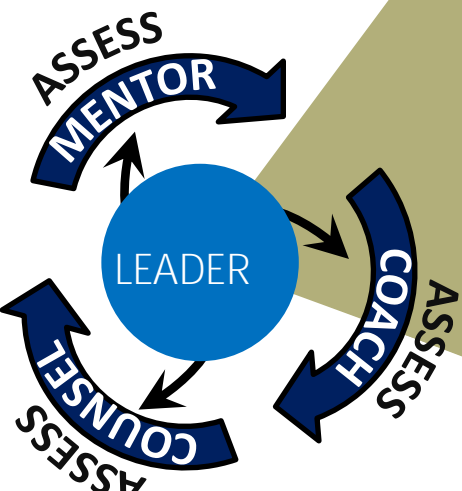
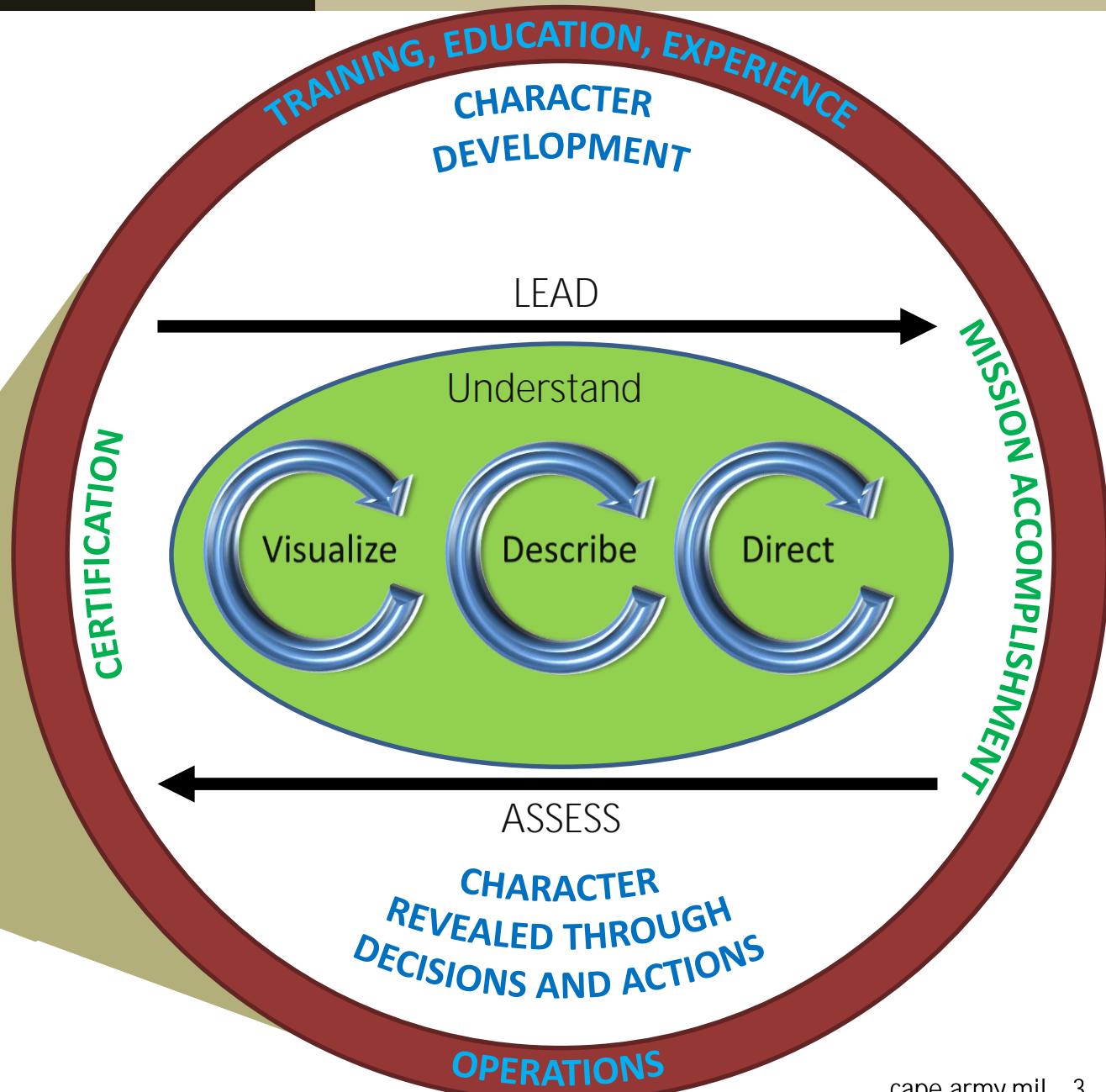
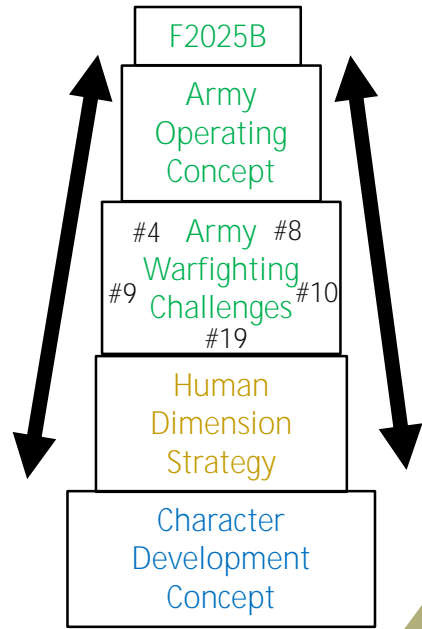
TRUST – THE BEDROCK OF OUR PROFESSION

ADP 3-0
Unified Land Operation



The **Army Profession** develops leaders who exercise **Mission Command** while conducting unified land operations in service of the nation.





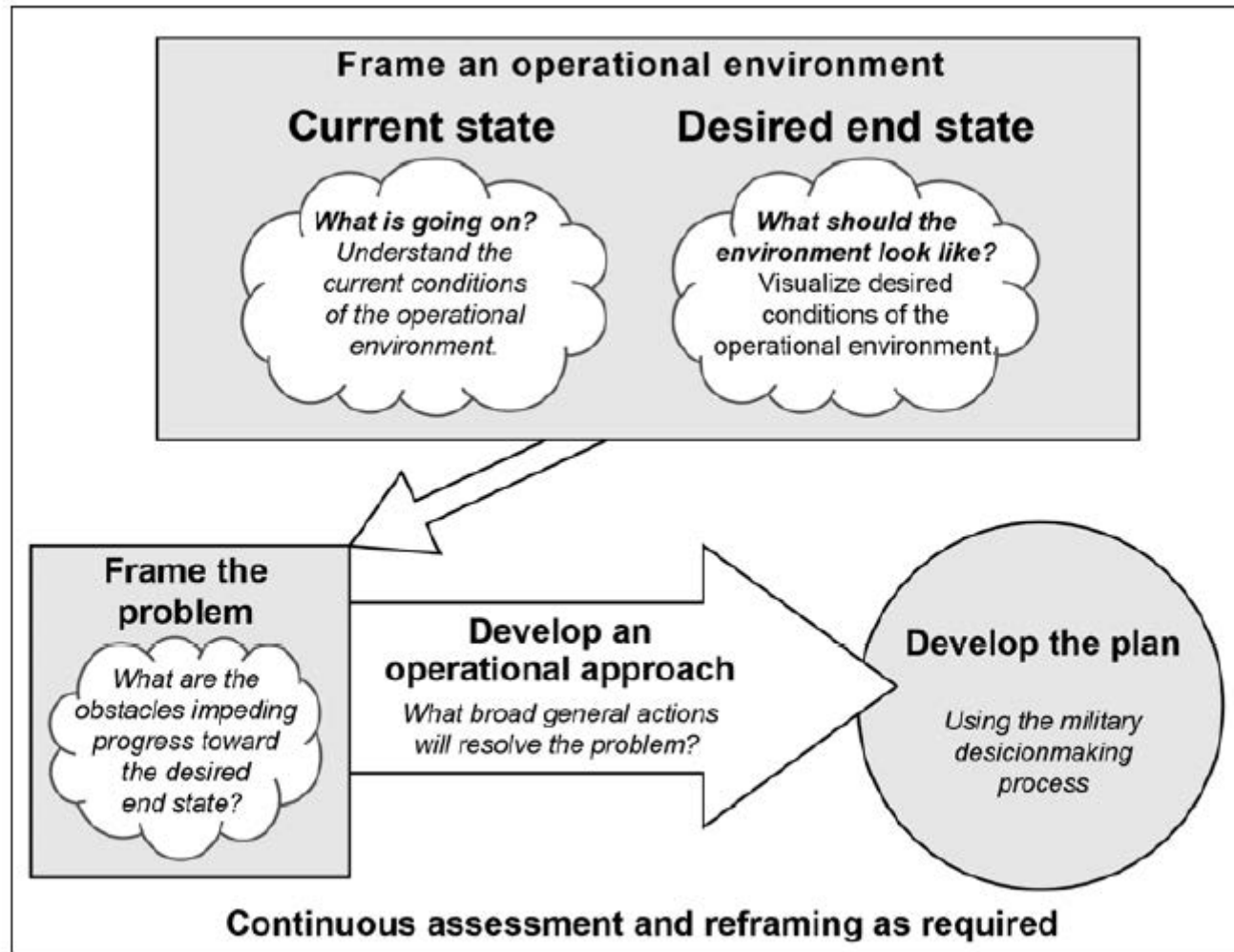
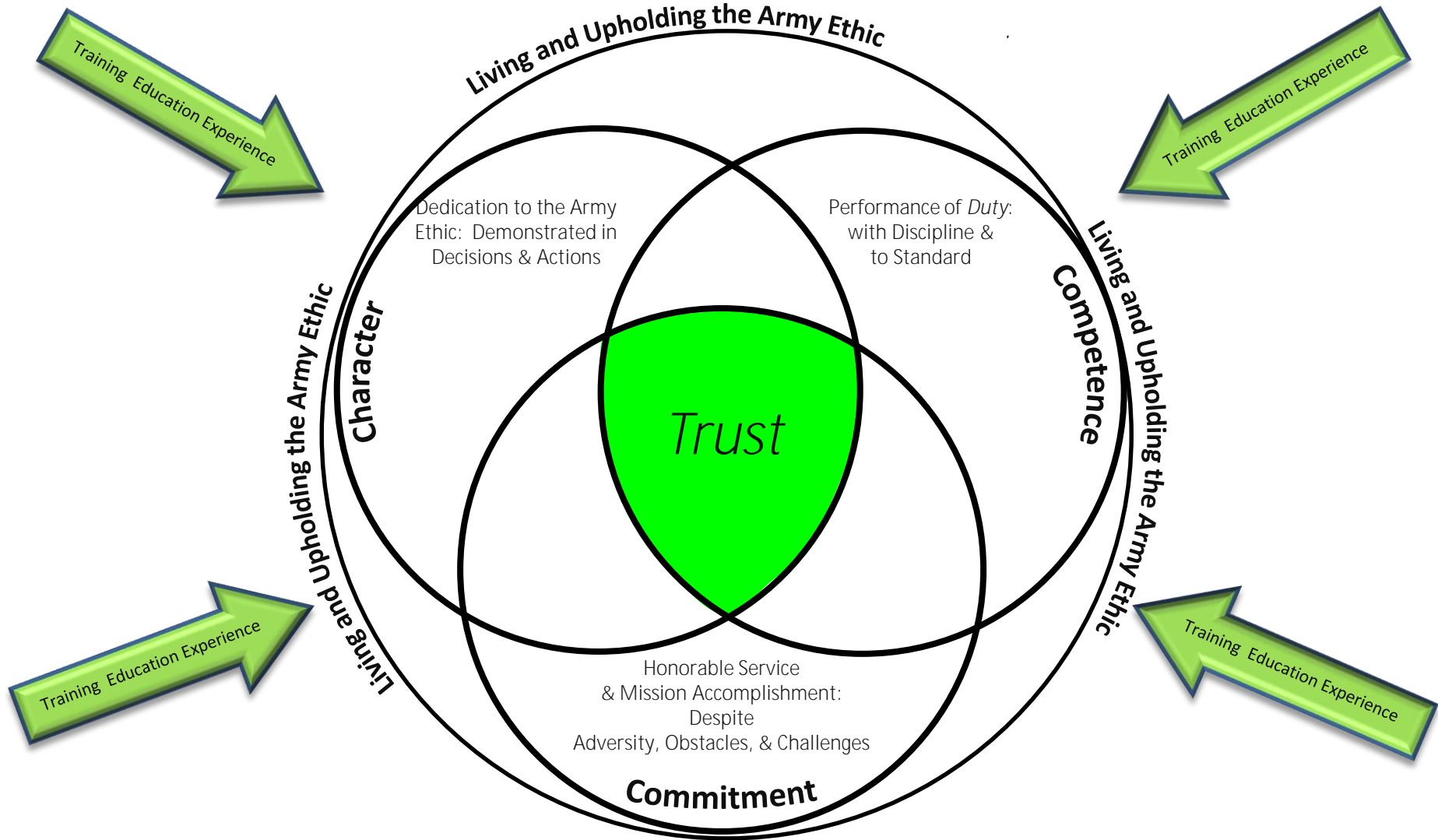


Figure 2-2. Army design methodology



Mission Command & Leader Development depend on the
Character, Competence, Commitment
of Army Professionals in the performance of *Duty* and all aspects of life

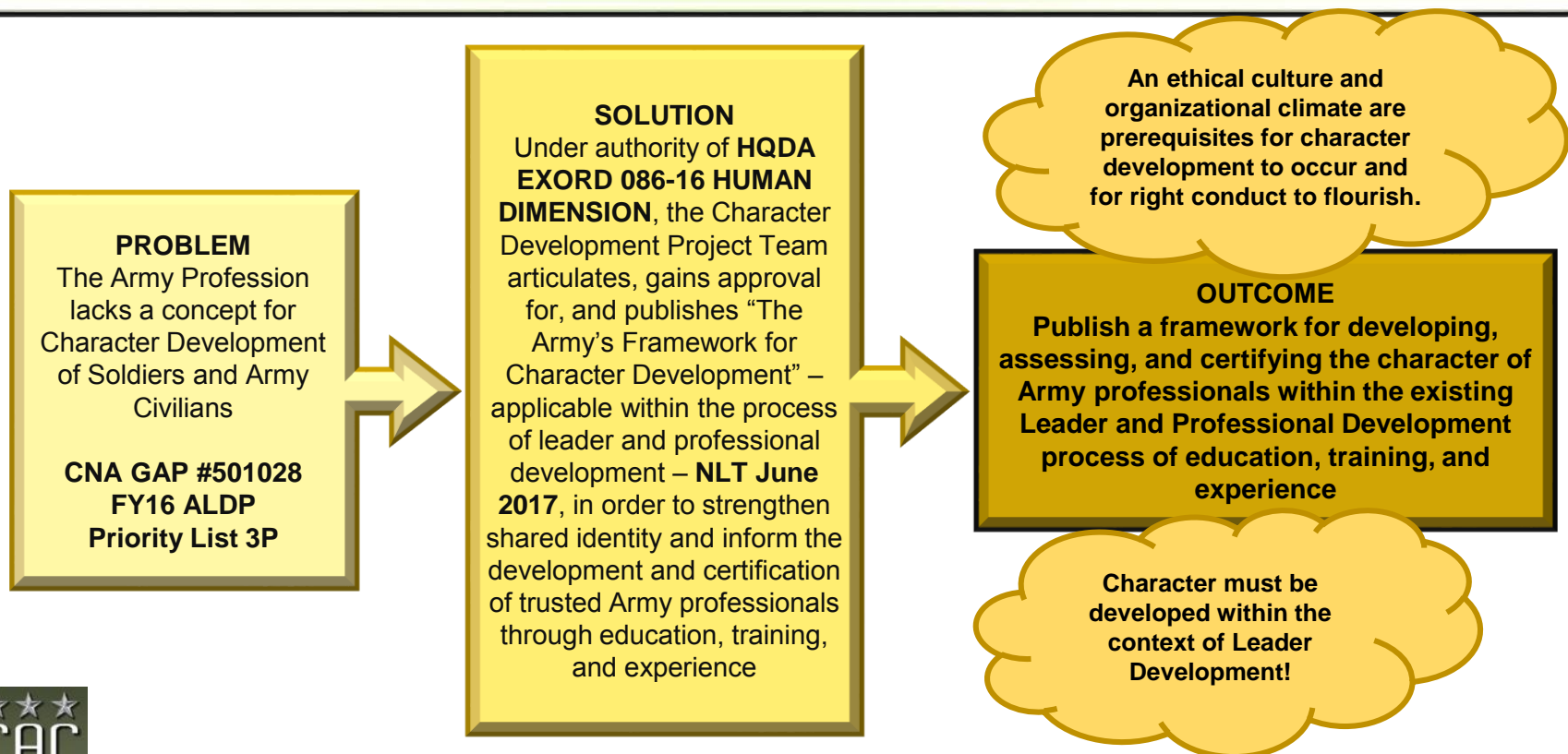


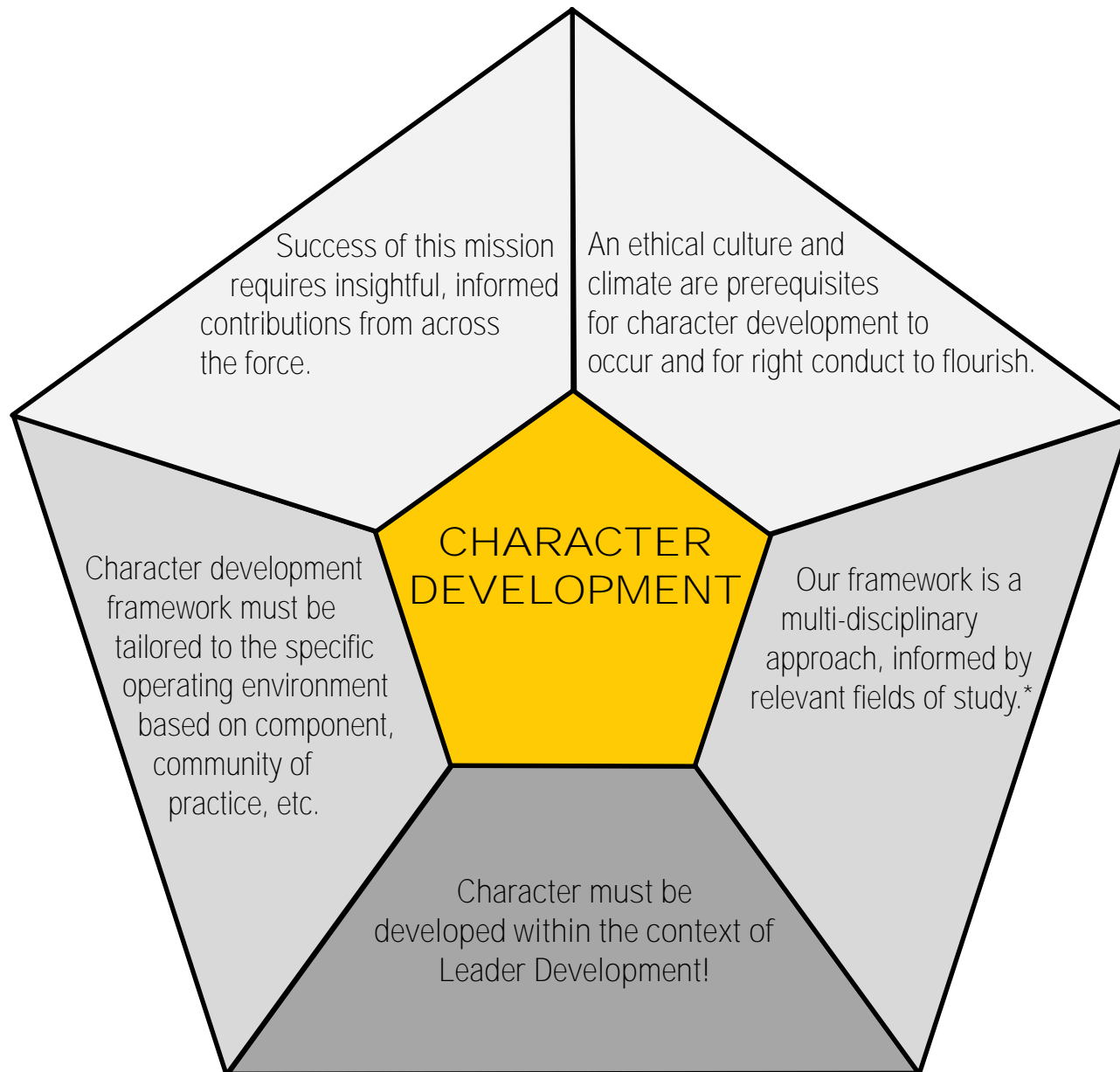
Intrinsically, character is “one’s true nature, including identity, sense of purpose, values, virtues, morals and conscience.”

Operationally, doctrine defines character as “Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.”

The Army Profession certifies the character, competence, and commitment of Soldiers and Army Civilians. (ADRP 1)

Character is central to developing mutual trust and cohesive teams within Mission Command (ADRP 6-0), which in turn strengthens resilience and personal readiness while contributing to unit readiness. *Character Development* is a unifying theme within *The Army Human Dimension Concept*, the *Talent Management Concept of Operations for Force 2025 and Beyond*, is an essential requirement for Leader Development (ALDS, ADRP 6-22), and integral to the Army meeting *Army Warfighting Challenges 4, 8, 9, 10 and 19*.







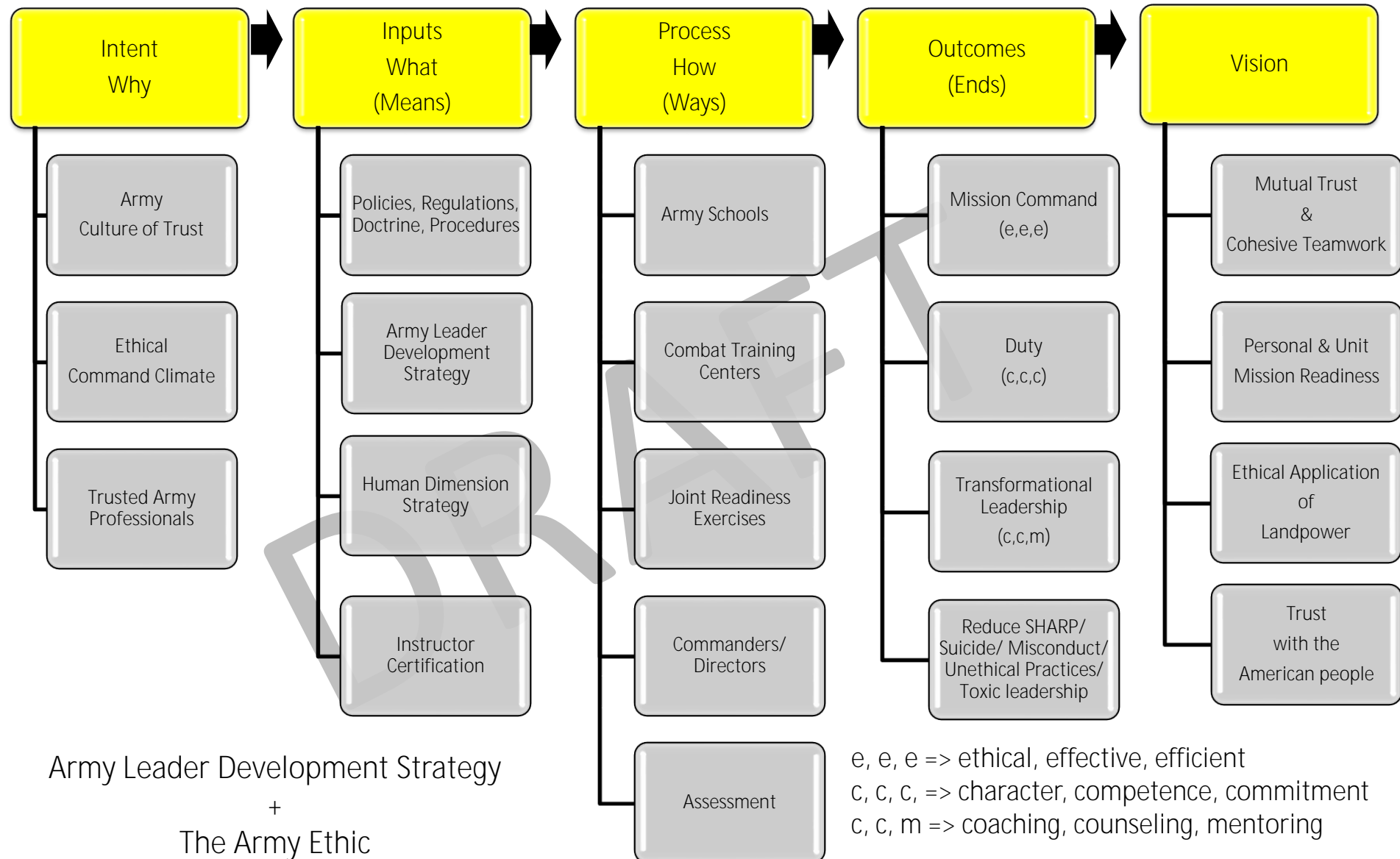
Character

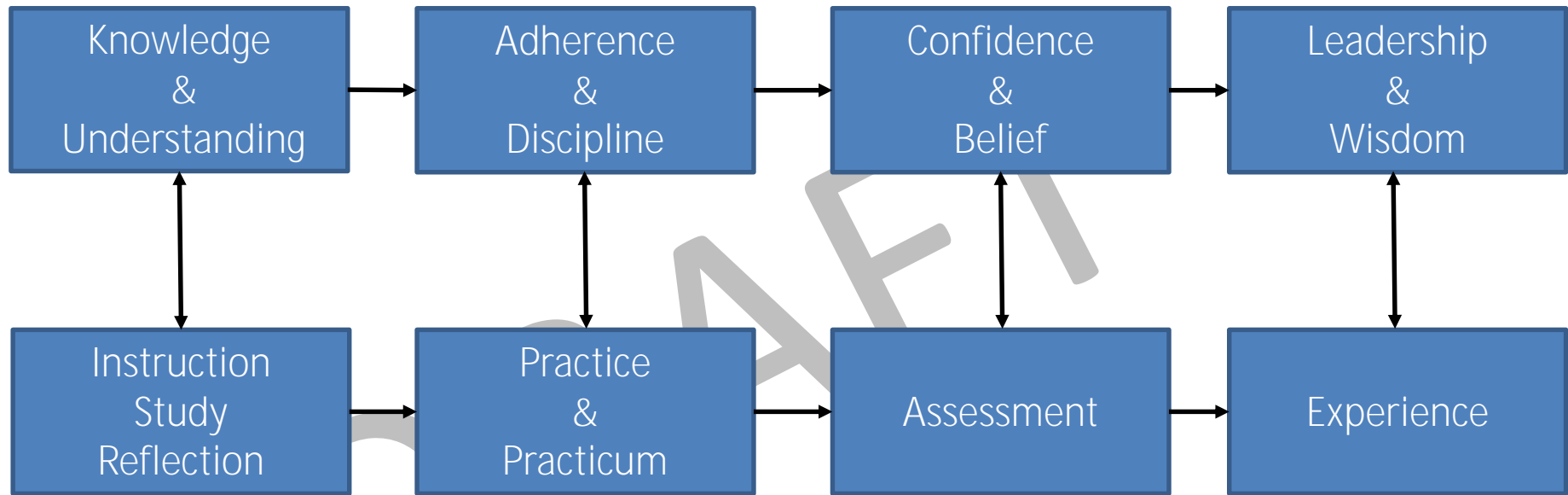
Intrinsically – **One's** true nature, including identity, sense of purpose, values, virtues, morals, and conscience.

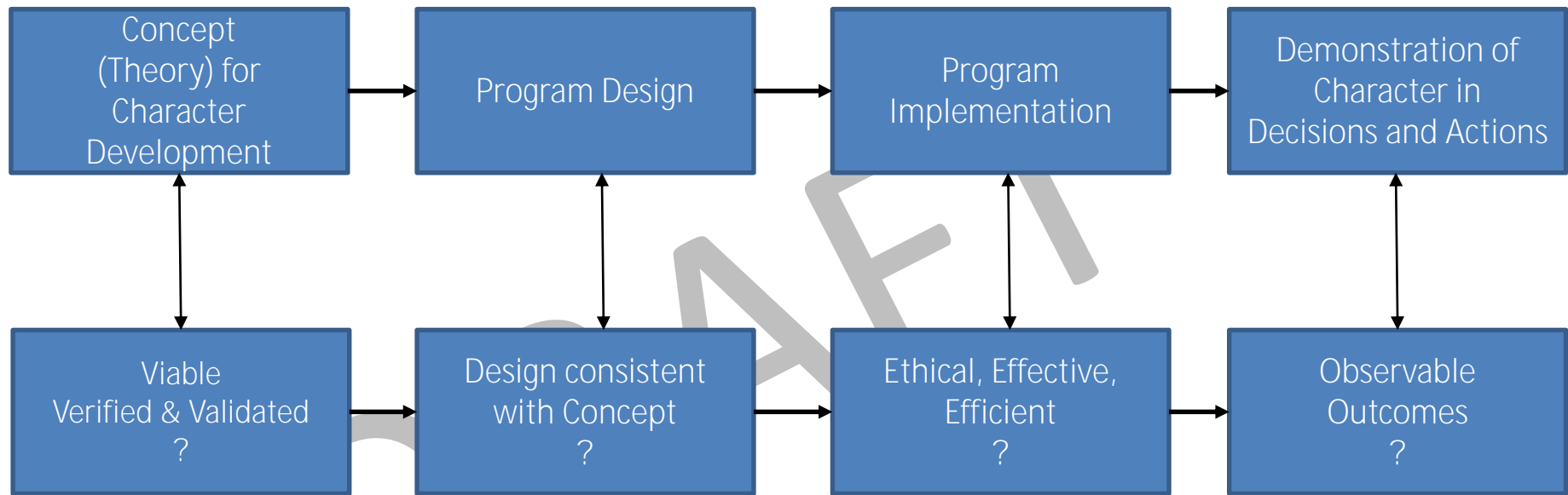
Operationally – Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions. (ADRP1, para 5-14)

Character Development

The continuous process—within the institutional, operational, and self-development domains—that strengthens the resolve of Army professionals to live by and uphold the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.







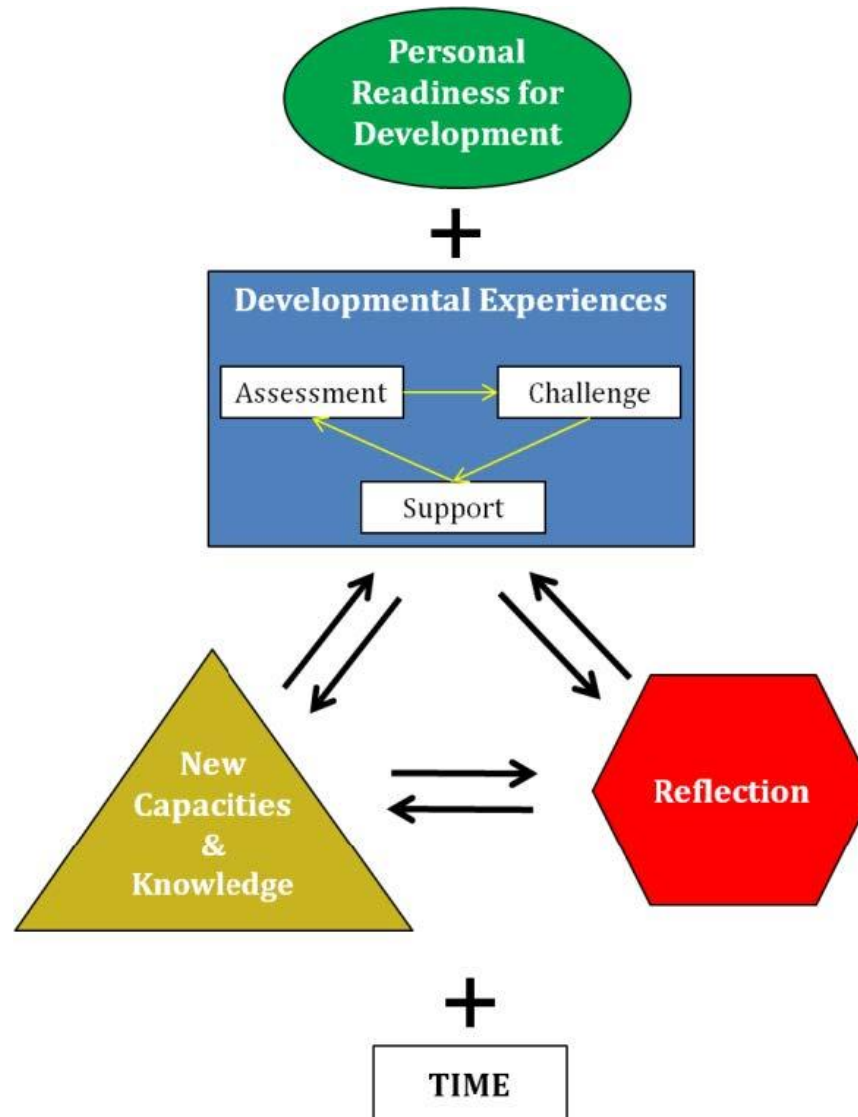


Figure 1. Cadet Developmental Model
FRAMING LEADER DEVELOPMENT



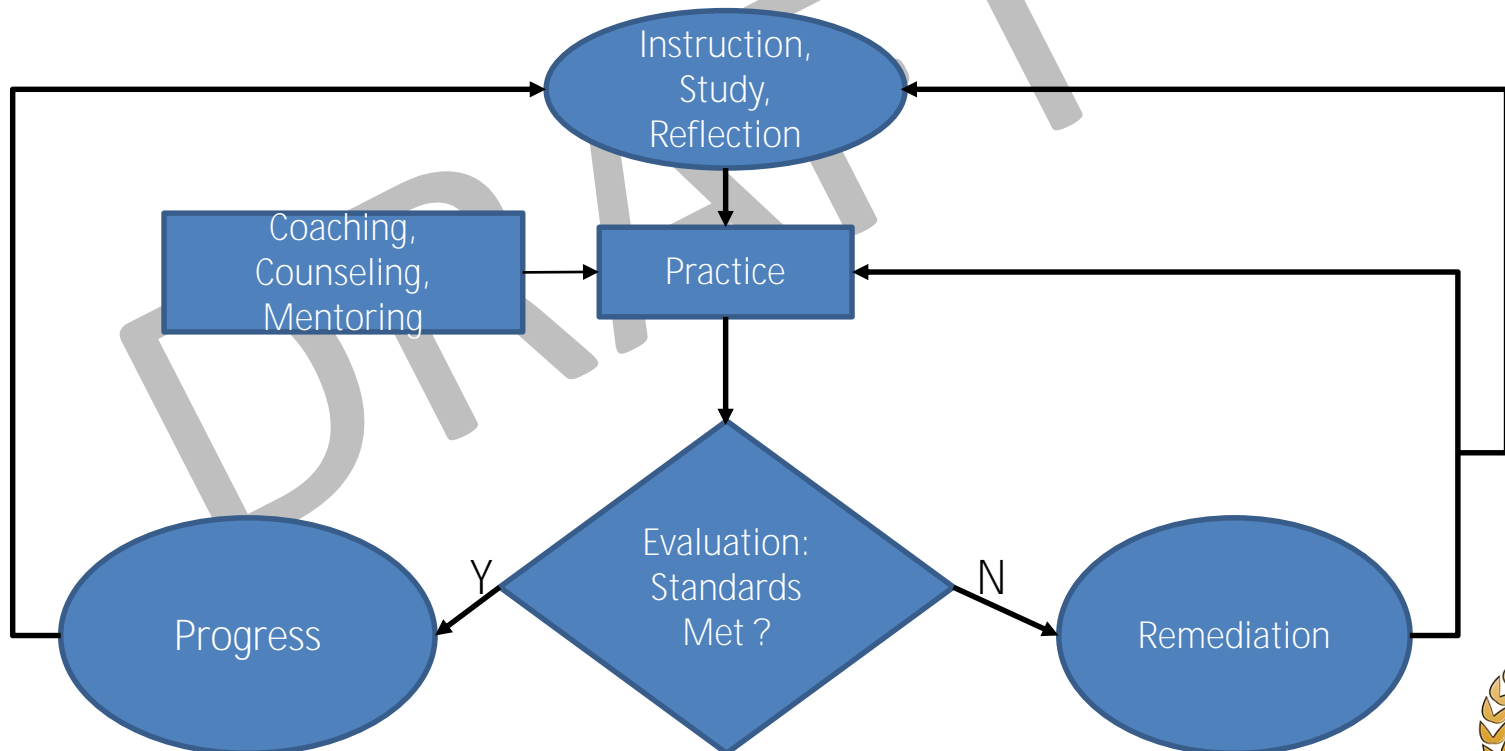
Empirical Army Learning Model

Teamwork: Instructors & Learners => Mutual Trust and Cohesion in the learning process.

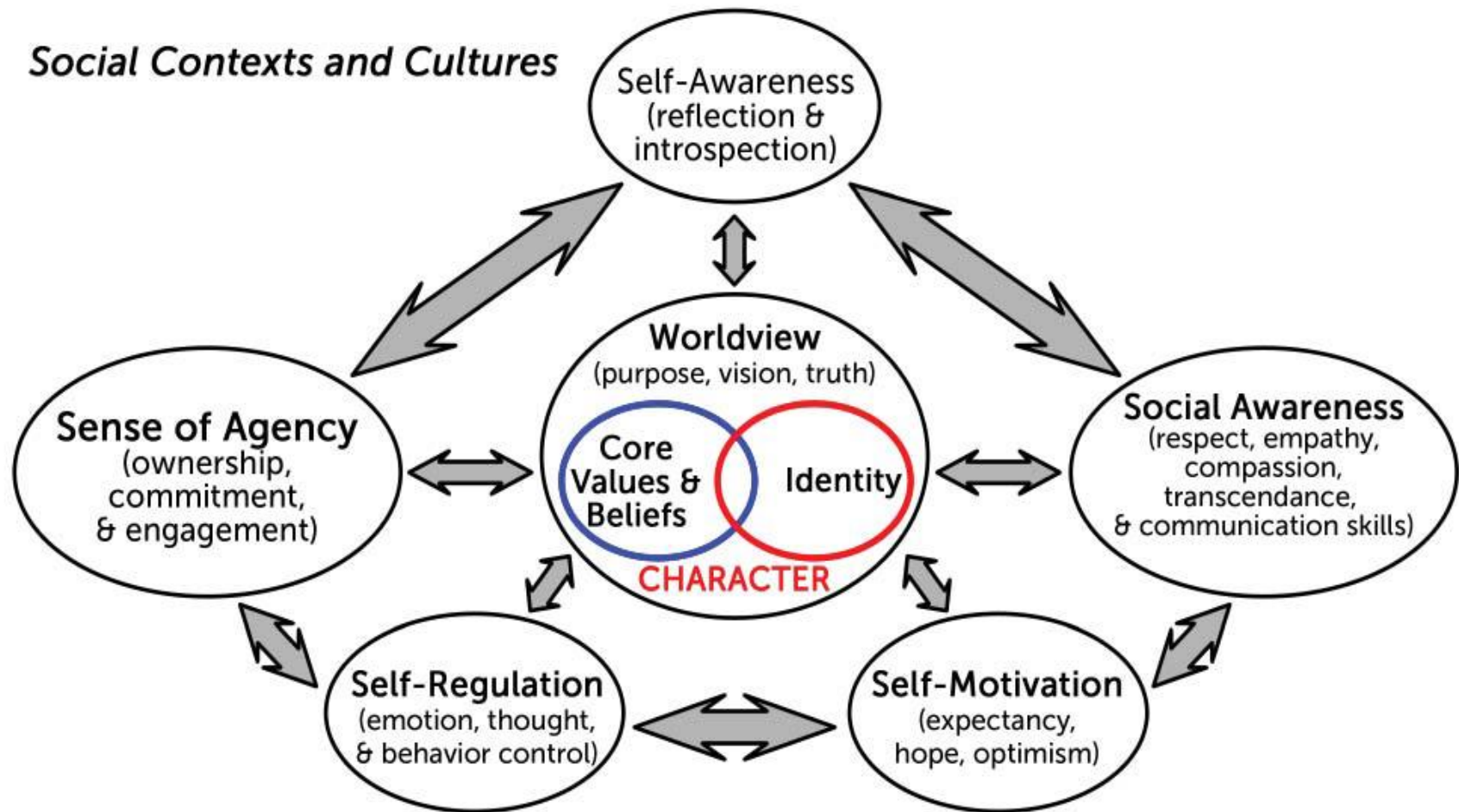
Performance: Practice <-> Coaching & Counseling -> C, C, C

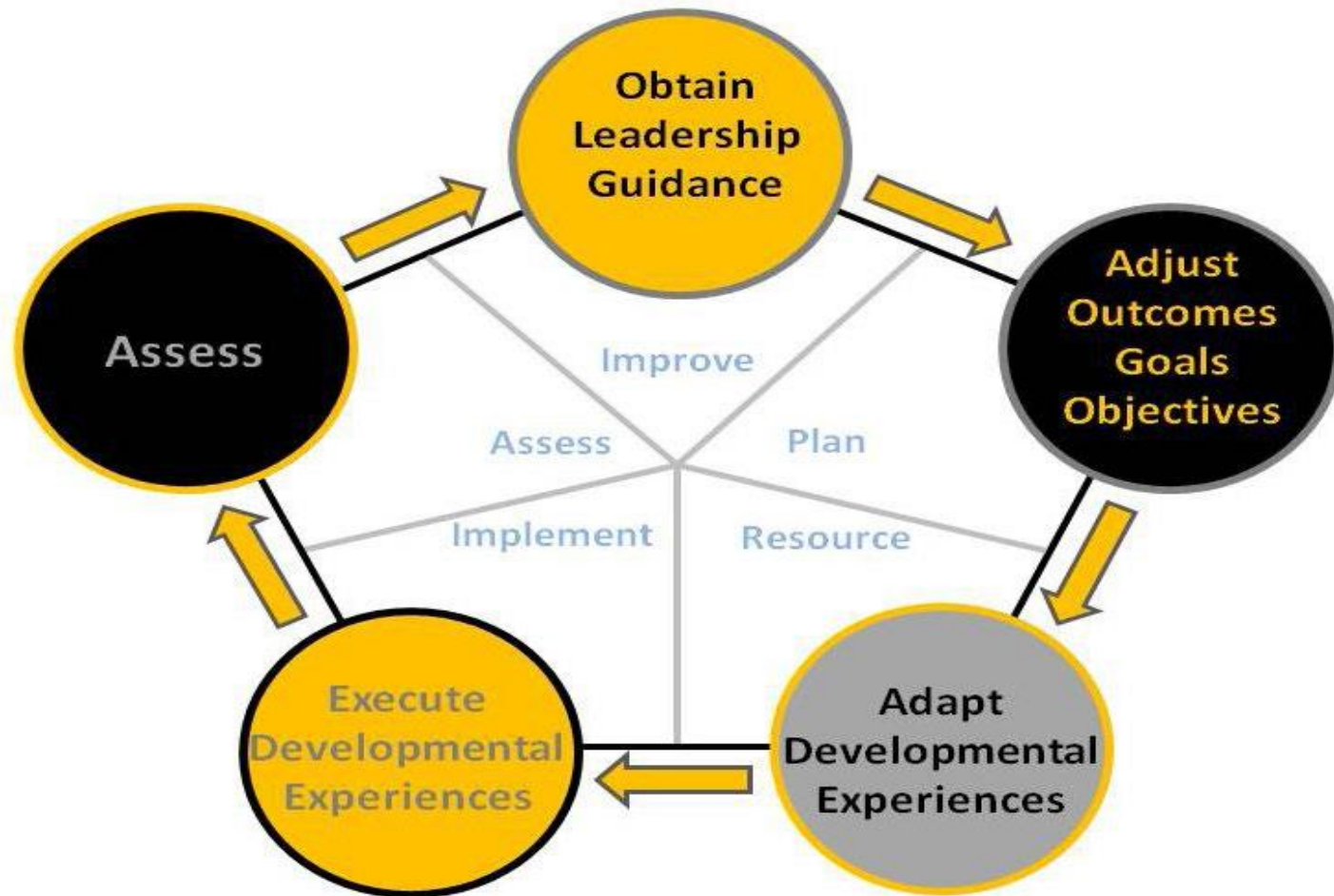
Evaluation: Instructors Verify/Validate Performance to Standards.

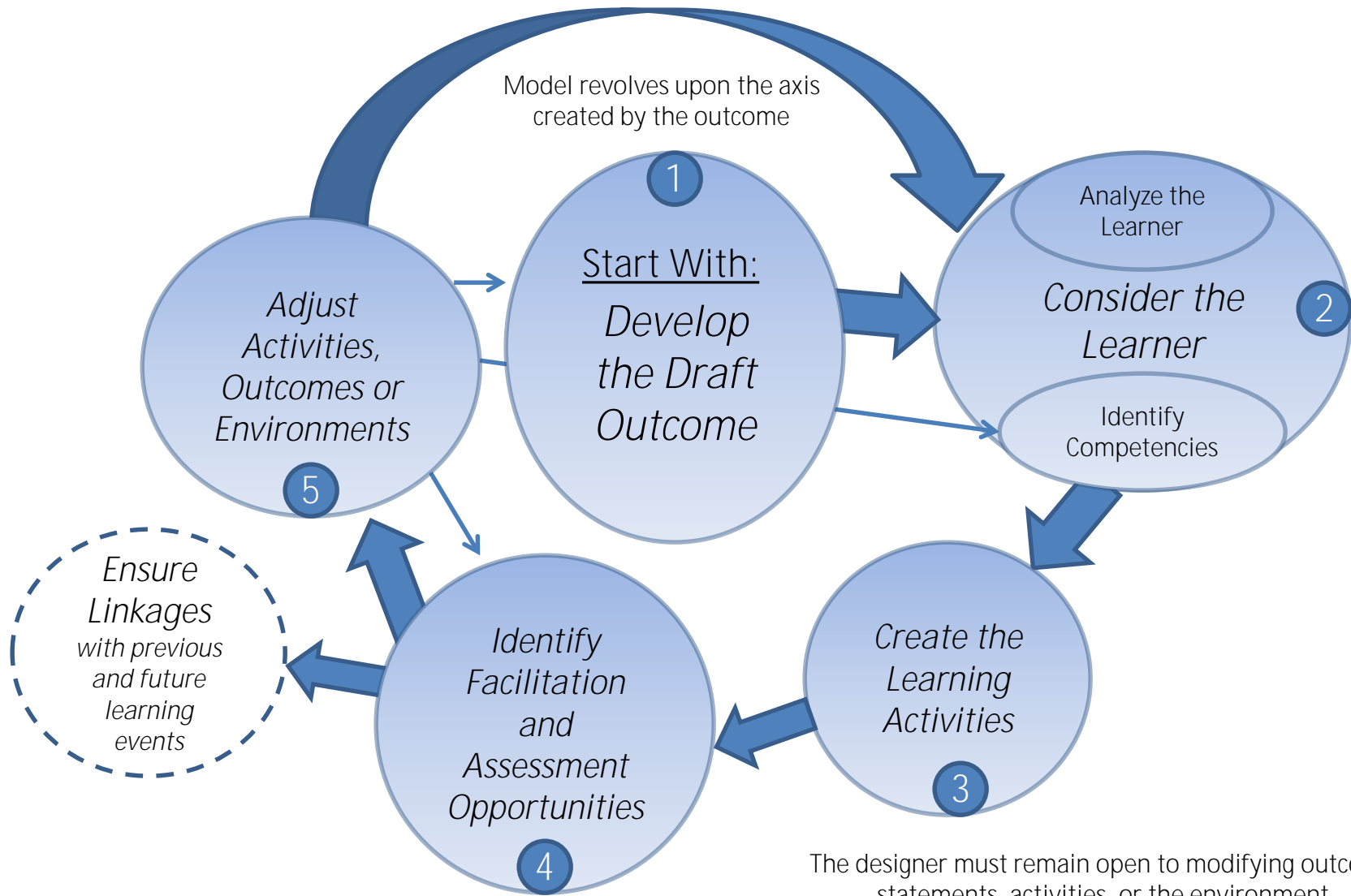
Progress or Remediation: Advancement Depends on Demonstrated C, C, C



This briefing is: **Unclassified**

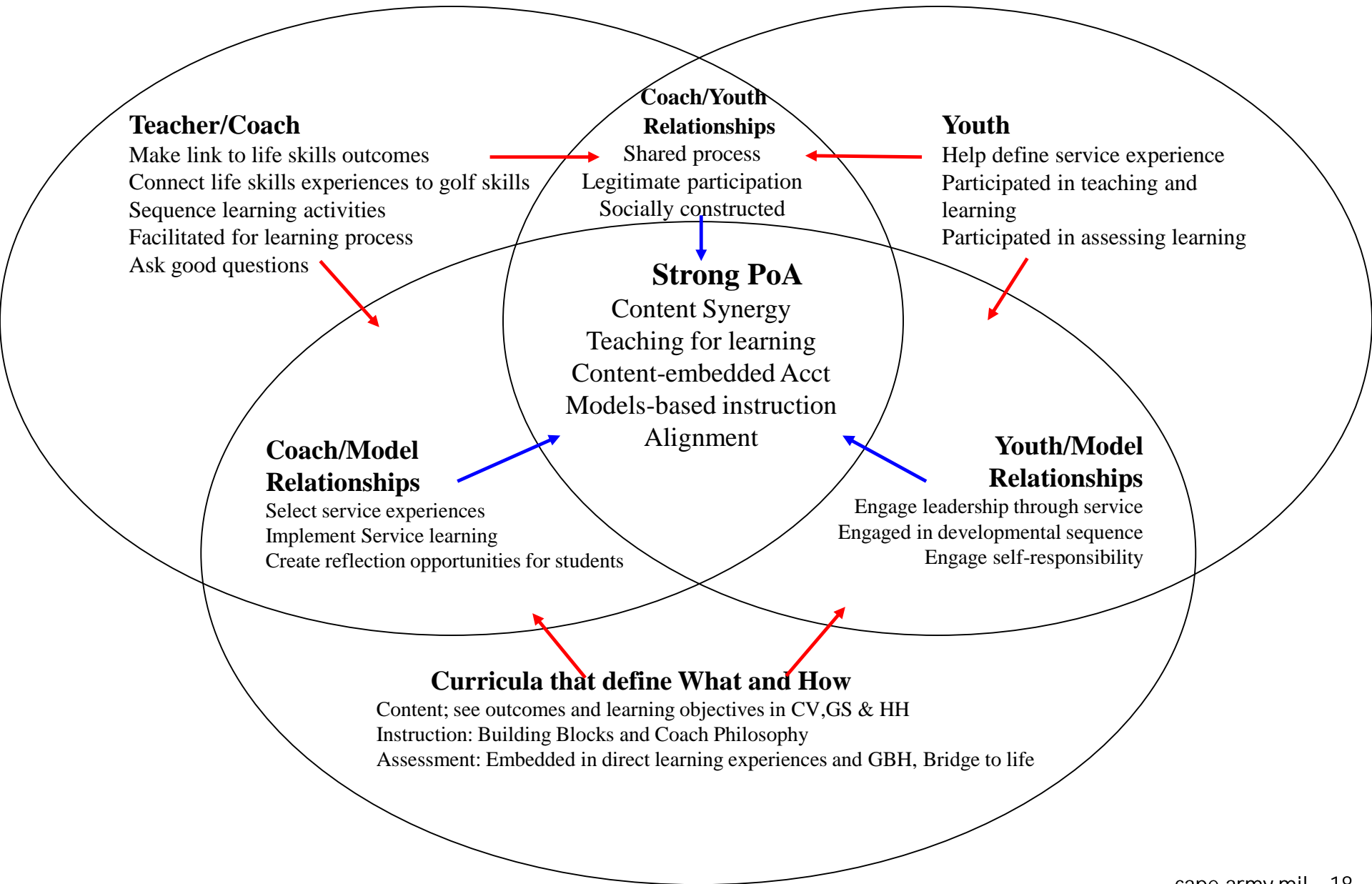








<u>1.Develop the Outcome</u> <i>Expectations</i>	<u>2a.Consider the Learner</u> <i>Evaluate the learner(s)</i>	<u>2b.Consider the Learner</u> <i>Identify competencies</i>	<u>3. Design the Learning</u> <u>Activities</u>	<u>4.Identify Facilitation and</u> <u>Evaluation Opportunities</u>	<u>5.Adjust Activities, Outcomes</u> <u>or Environments</u>
Develop an outcome statement that simply and clearly describes the expected knowledge, skills, and abilities expected after completing the learning event. Must be observable and focused on the learner.	Consider the learner's background, training, and education. Applies to individual and the team.	Determine the learner's Knowledge, skills, and abilities.	Design activities that provided opportunities to observe performance. Sequence activities in a logical progression. Align activities with lesson outcome. Activities must have observable criteria and standards derived from the outcomes.	Identify opportunities within the activities for interactions between the instructor and the learner and the instructor (communication). This supports pre-task, in-task, and post-task questions/evaluations.	Allows for determine of proficiency level beyond the first intended outcome; reevaluation to achieve the desired outcome if not initially met; or to evaluate proficiency under different circumstances.
<i>Supporting Factors</i>					
As a result of the training what will the learner be able to do? Will the outcome(s) be observable?	What prior education, training, and experience to the learners (as individuals and as member of a team) bring to this learning activity? What can they do now; and can their KSAs be applied to improve performance? Have they performed the task before and at what proficiency level?	How will the learners' competency levels affect the instruction?	What are the learning outcomes? What instructional method is best under present circumstances (e.g., direct, indirect, collaborative, etc.)? What is the best location or environment for learning? Is this event sequenced properly with previous/future learning events? What resources will be required?	Where in the learning activity will performance be demonstrated/observed?	Did learners achieve the standard (demonstrate the KSA/desired outcome)? <u>ENSURE LINKAGES:</u> Is there connection with previous/future learning outcomes? Is there a logical sequence and progression? Are the lessons transferrable to support other outcomes?





Developing Leaders of Character Who Develop Leaders of Character

- ☐ Realize that all activity is an opportunity to practice & develop character:
 - Engage in, reflect on, & improve; and
 - Be intentional in the activity-based learning process.

- ☐ Be a positive influence in all activities:
 - Assess outcomes; coach & counsel;
 - Reflect; what decisions & actions influenced the outcomes; and
 - What are the lessons-learned to be applied in the future?



Leaders of Character Who Develop Leaders of Character

- Identify activity-based opportunities for subordinates to make decisions & take actions to achieve the desired outcomes.
- Include creative & critical thinking with embedded ethical reasoning in the decision process, planning, execution, & assessment.
- Observe & assess subordinates decisions & actions; ask: what is good/bad; what could have been better; why & how?
- Facilitate reflections & discussion.
- Address “lessons-learned” – what will we do to improve?
- Strengthen shared identity, mutual trust, & cohesive teamwork through shared experiences & consistent demonstration of character, competence, & commitment in decisions & actions.



L.E.A.D.E.R

- L – Learn, define the problem, & know your people
- E – Emphasize ethical reasoning in all decisions and actions
- A – Assess & adjust
- D – Demonstrate, coach, counsel
- E – Experiential, activity-based learning
- R – Reflect: what was good/bad, what could be better, why & how?



The Continuous Development of Leaders of Character

Senior Leader

Leaders & Subordinates are Teammates in accomplishing the Mission, in the right way

Leaders establish, assess, & strengthen an ethical command climate

Intermediate Leader

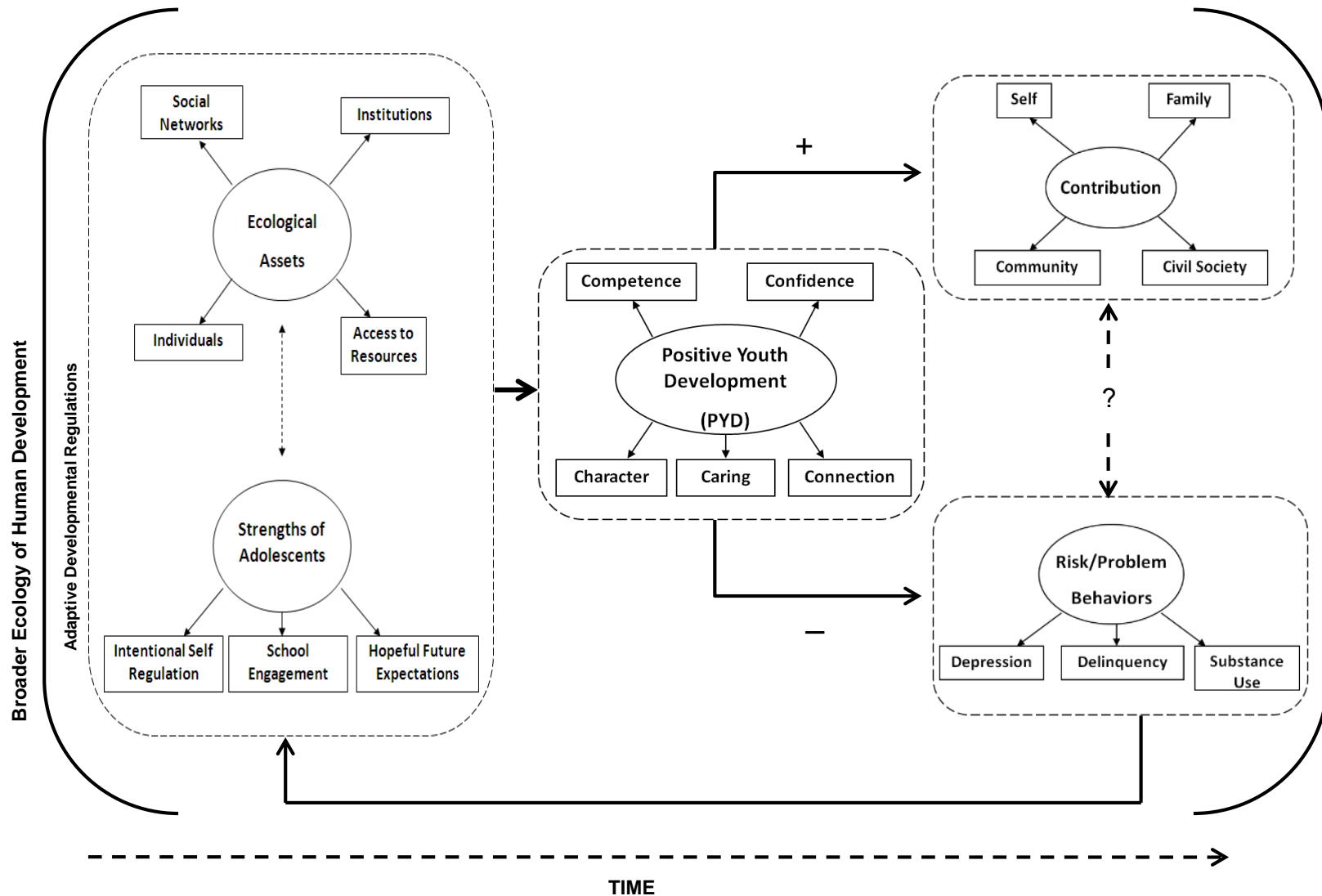
Learn from good & bad examples

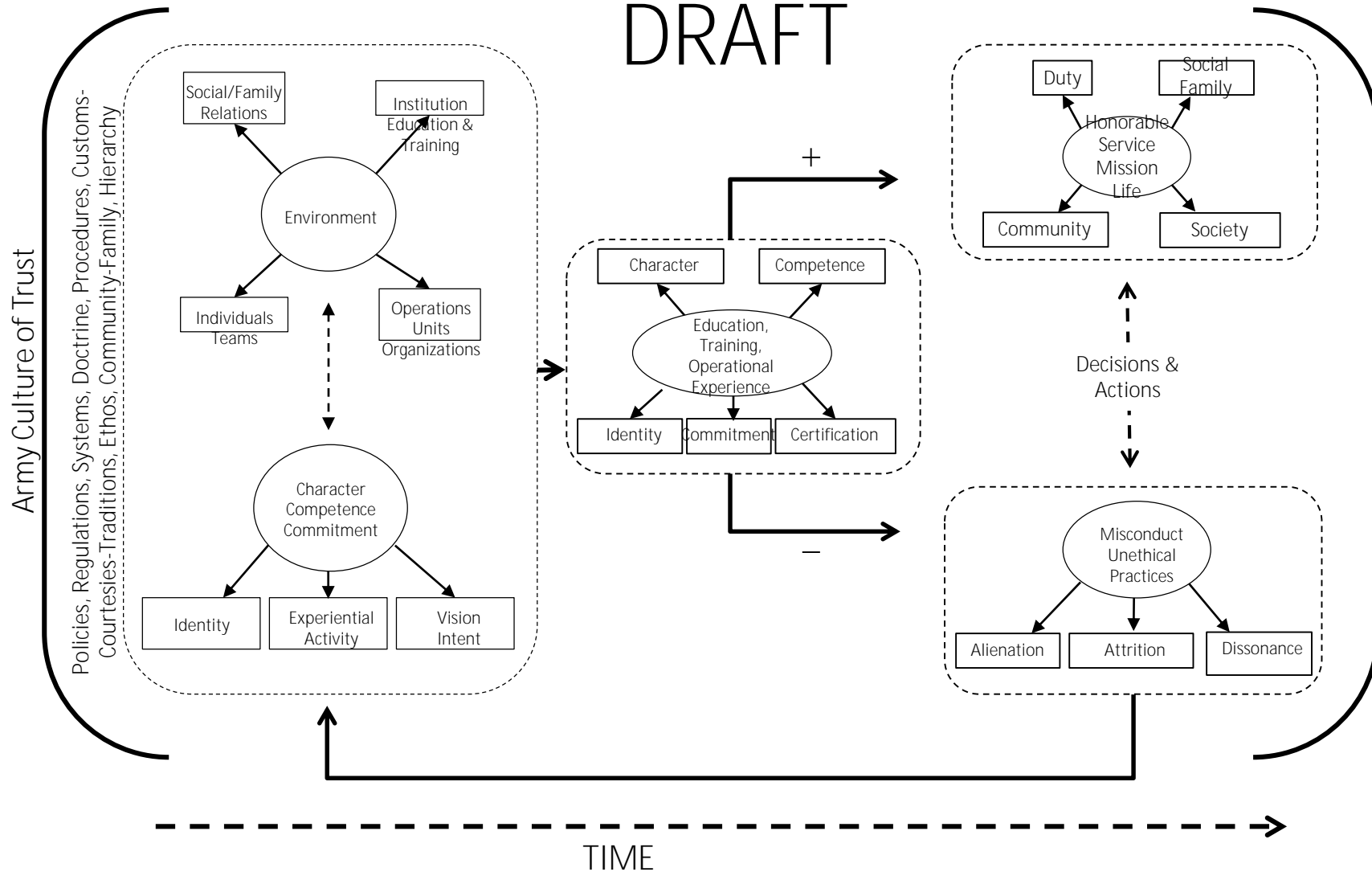
Perform Duty with Discipline & to Standard
Contribute best effort to accomplish the Mission

Junior Leader

Make decisions & take actions consistent with the moral principles of the Army Ethic

Leaders exercise positive influence; Subordinates recognize and reject negative influence







<https://prezi.com/mtjalb2ztnvo/attraction-selection-attrition-framework/>

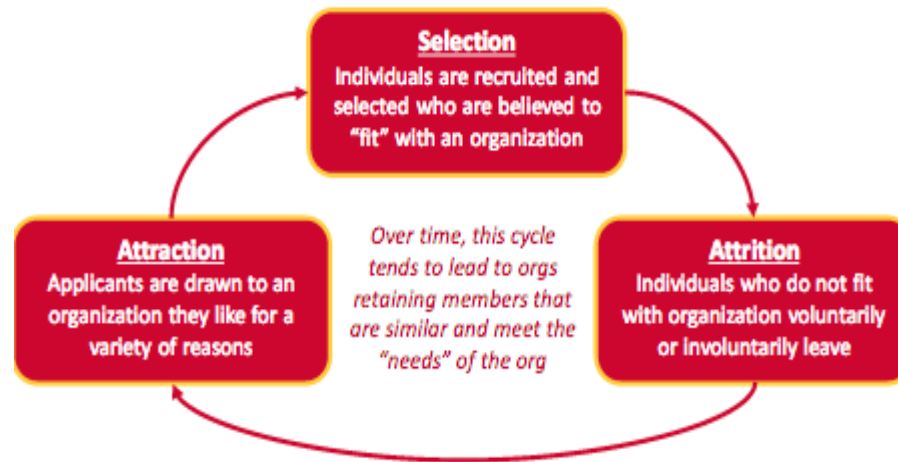
attraction-selection-attrition model (ASA model)

A theory holding that: (1) individuals are attracted to organizations whose members are similar to themselves in terms of personality, values, interests, and other attributes; (2) organizations are more likely to select those who possess knowledge, skills, and abilities similar to the ones their existing members possess; and (3) over time, those who do not fit in well are more likely to leave. Owing to these three factors, the personal characteristics of those who work for an organization are likely to become more similar over time, leading to the consolidation of

[organizational culture.](#)

<http://www.oxfordreference.com/view/10.1093/oi/authority.20110803095433929>

http://faculty.haas.berkeley.edu/chatman/papers/09_whenpeoplemakeplace.pdf



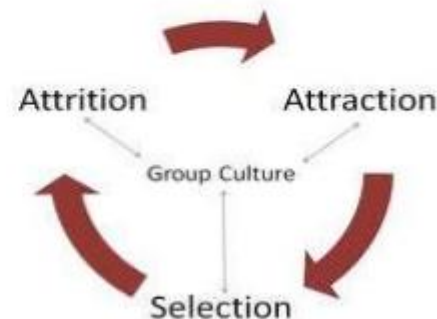
https://s3.amazonaws.com/classconnection/860/flashcards/3046860/png/screen_shot_2015-05-19_at_102356_pm-14D6F22DFB3623B9F42.png

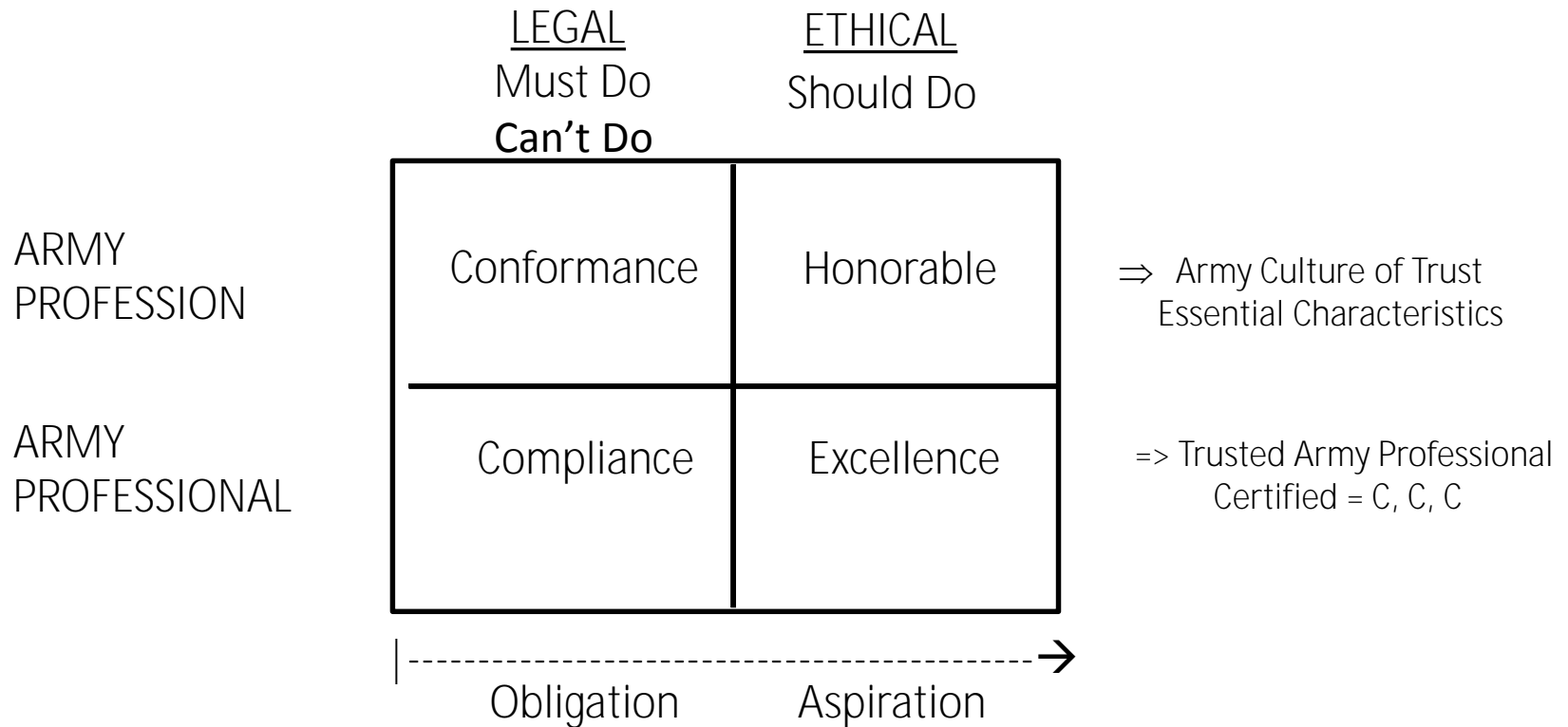


		Organizational Culture (S)	
		Low Integrity	High Integrity
Personality (P)	Dishonest	1. MATCH dishonest behavior	2. MISMATCH ??
	Honest	3. MISMATCH ??	4. MATCH honest behavior

Attraction-Selection-Attrition (ASA) Cycle

- Different people are **attracted** to different careers and organizations as a function of their own:
 - abilities
 - interests
 - personalities







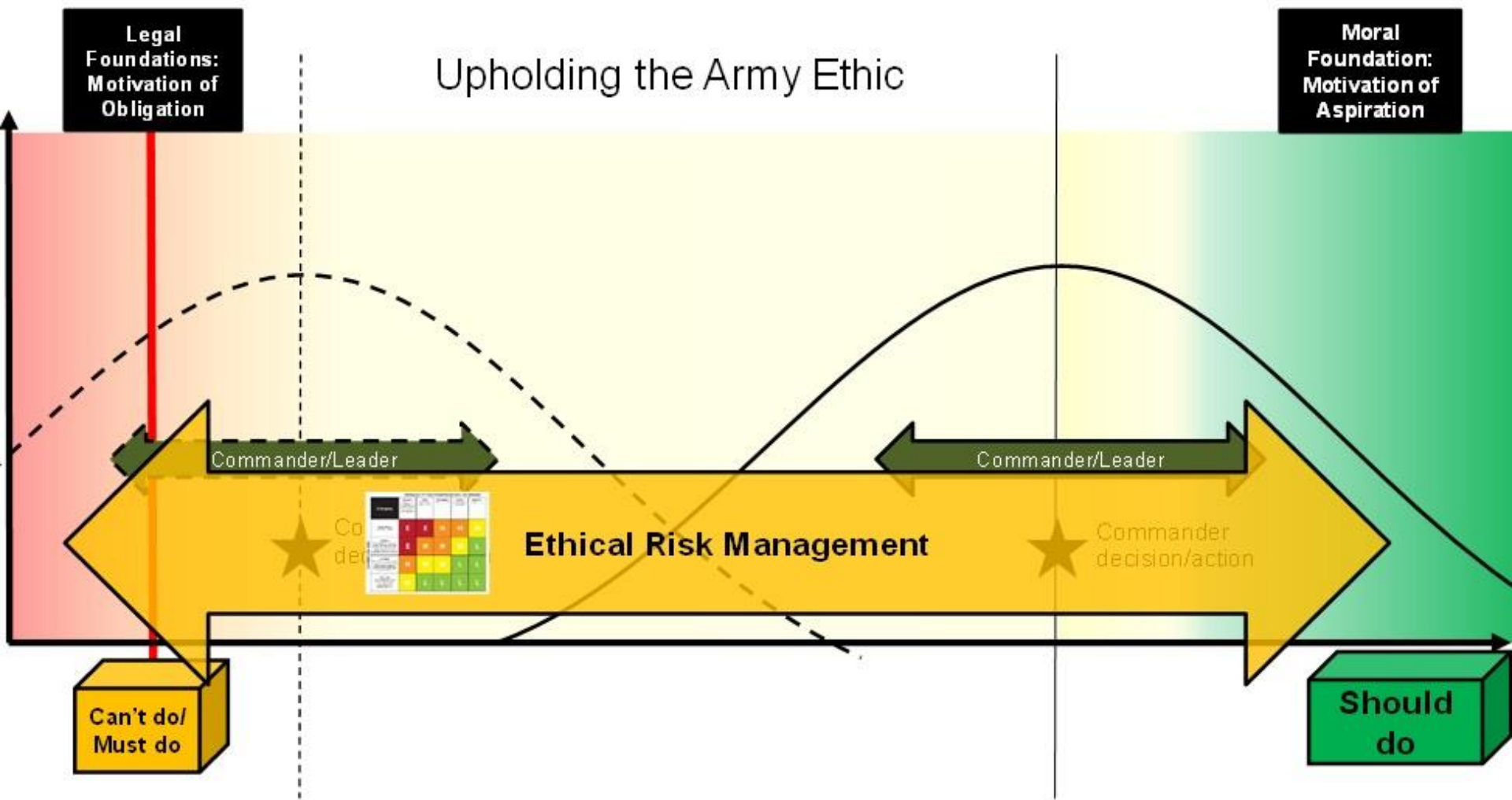
		Ethical	
		N	Y
L E G A L	Y	~	✓ Y
	N	x	?



Character			
		N	Y
C o m p e t e n c e	Y	x	✓ Y
	N	n/a	~
		C o m m i t m e n t	

Army Profession (Mission-Team) Trusted Army Professional (Duty-Identity)					
Army Profession (Mission-Team)	Trust (External)	Honorable Service	Military Expertise	Stewardship	Esprit de Corps
Military vocation, entrusted to support and defend the Constitution of the United States and its National interests, under Civilian Authority, through the ethical, effective, and efficient application of landpower	The confidence and faith that the American people have in the Army to serve the Nation ethically, effectively, and efficiently. Consistent demonstration of HS, ME, ST, EdC	Support & Defend the Constitution IAW National Values and the Army Ethic	DOTMLPF-P Ethical Design, Generation, Support, and Application of Landpower m-t,p-c,m-e,l-hd	Strengthen the Profession; Establish Policy, Programs, Systems, and Processes; Manage Resources, Facilities, & Installations	Army Culture of Trust; Customs, Courtesies, & Traditions; Army Ethos
Trusted Army Professional (Duty-Identity)	Trust (Internal)	Honorable Servant (Character)	Army Expert (Competence)	Steward (Commitment)	Morale
A member of the Army Profession (Soldier-Army Civilian) who meets the certification criteria in Character, Competence, & Commitment	Reliance on the character, competence, and commitment of Army professionals to live by and uphold the Army Ethic. Consistent demonstration of C,C,C	Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions	Demonstrated ability to successfully perform Duty with discipline and to standard	Resolve to contribute Honorable Service to the Nation and accomplish the mission despite adversity, obstacles, and challenges Coach, Counsel, Mentor; Uphold Standards & Discipline	Winning Spirit; Warrior Ethos; Army Fit; Ready & Resilient

Army Professional Development: Education, Training, Experience





DRAFT

Integrate ethical considerations and reasoning explicitly within *mission command*, and the *military decision making process*—as an essential criterion along with effectiveness and efficiency—as it is within problem solving (FM 6-0, par 4-21),

Commander's Intent (develop the Vision): Goal or Desired State (outcome)

Shared Situational Understanding: Seek to Discover Truth* (ADRP 1, para 2-29)

Mission Orders: Intent – situation = Mission (problem)

Reaffirm, Commit to the Army Ethic: Moral Principles – *Always* Important => Mutual Trust

Identify Courses of Action (Creative Thinking): Reject if action would violate any moral principle (moral-ethical reasoning)

Prudent Risk = Critical & Analytical Thinking / Disciplined Use of Resources – (compare COAs)

Recommend or Decide. Select the best “right” Course of Action (ethical, effective, efficient)**

Plan for Implementation: Assign Responsibility, Delegate Authority, Allocate Resources, Coordinate

Implement: Lead and Manage with Disciplined Initiative (ethically, effectively, efficiently)

Assess: Monitor, Measure, Evaluate – Seek to Discover the Truth (gain and sustain Situational Understanding)

Adjust: Re-enter Decision Process

DRAFT



1. How big (complex/significant) is this decision?

Can I break this decision into smaller decisions? If so, are they dependent, sequential, concurrent? **A common fallacy is that everything is “all-in.”** Often, there’s the potential to break an issue into components. Then, you can see incremental effects, before taking next steps.

2. How irrevocable is this decision?

Sometimes, there is turning back from a decision. Once **you launch the “Normandy Invasion” or release a “fire and forget” missile you can’t change your mind.** Ask, is there a “point of no return”? Even irreversible decisions may be amenable to “course corrections” based on assessment as the plan is implemented.

3. What is the cost of being wrong? And what’s the value of being right?

Assess the risks. What are the expected benefits and the anticipated costs? What is the worst that can happen? What is the best outcome?

4. How long do you have to make the decision? What time is available?

One common mistake is an artificial deadline. You may want to delay to allow additional information to influence the decision. What are the benefits and costs of waiting?

5. What are my personal biases that might be affecting this decision?

Consult people with other backgrounds and viewpoints. Talk to SMEs.

– Paul Petrone



Army Ethic: The evolving set of laws, values, and beliefs, embedded within the Army culture of trust that motivates and guides the conduct of Army professionals bound together in common moral purpose. [Army Values are inherent within the moral principles of the Army Ethic.]

Army Profession: A unique vocation of experts certified in the ethical design, generation, support, and application of landpower, serving under civilian authority and entrusted to defend the Constitution and the rights and interests of the American people.

Army Civilian Corps: A community within the Army Profession composed of civilians serving in the Department of the Army.

Profession of Arms: A community within the Army Profession composed of Soldiers of the Regular Army, Army National Guard, and United States Army Reserve.

Army Professional: A Soldier or Army Civilian who meets the Army Profession's certification criteria in character, competence, and commitment.

Certification: Verification and validation of an Army professional's character, competence, and commitment to fulfill responsibilities and successfully perform assigned duty with discipline and to standard.

Character:

Intrinsically – One's true nature, including identity, sense of purpose, values, virtues, morals, and conscience.

Operationally – Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.

Competence: Demonstrated ability to successfully perform duty with discipline and to standard.

Commitment: Resolve to contribute honorable service to the Nation and accomplish the mission despite adversity, obstacles, and challenges.

Character Development: The continuous process - within the institutional, operational, and self-development domains - that strengthens the resolve of Army professionals to live by and uphold the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.

Characteristics of the Army Profession:

Trust:*

External – The confidence and faith that the American people have in the Army to serve the Nation ethically, effectively, and efficiently.

Internal – Reliance on the character, competence, and commitment of Army professionals to live by and uphold the Army Ethic.

* *enablers* – Present or likely circumstances and conditions that contribute to reinforcing trust.

obstacles – Present or potential circumstances and conditions that threaten or compromise trust.



Honorable Service: Support and defense of the Constitution, the American people, and the national interest in a manner consistent with the Army Ethic.

Military Expertise: Ethical design, generation, support, and application of landpower, primarily in unified land operations, and all supporting capabilities essential to accomplish the mission in defense of the American people.

Stewardship: The responsibility of Army professionals to strengthen the Army as a profession and to care for the people and other resources entrusted to them by the American people.

Esprit de Corps: A traditional military expression that denotes the Army's common spirit, a collective ethos of camaraderie and cohesion within the team.

Ethic: A set of moral principles guiding our decisions and actions.

Ethics: The study of what is right and wrong (philosophy, theology, law).

Identity: One's sense of self – perceptions of one's roles and purpose in life.

Moral(s): Belief(s) about what is right and wrong (conscience).

Personality: One's unique variation on human nature, expressed as a pattern of traits and adaptations, situated in social context and culture.

Values: Principles or concepts that are always important and reflected in decisions and actions. [Army Values are inherent within the moral principles of the Army Ethic.]

Virtues: Qualities demonstrated in conduct and behavior that are respected and admirable.

Note:

By design, our Army has a dual nature. It is both a military department of government and a military profession. Both are essential to accomplish the mission.

As a military department, the Army is composed of two distinct and equally important components: the active component and the reserve components. The reserve components are the United States Army Reserve and the Army National Guard.

The Army conducts both operational and institutional missions.

Operational Army: Consists of numbered armies, corps, divisions, brigades, and battalions that conduct full spectrum operations around the world.

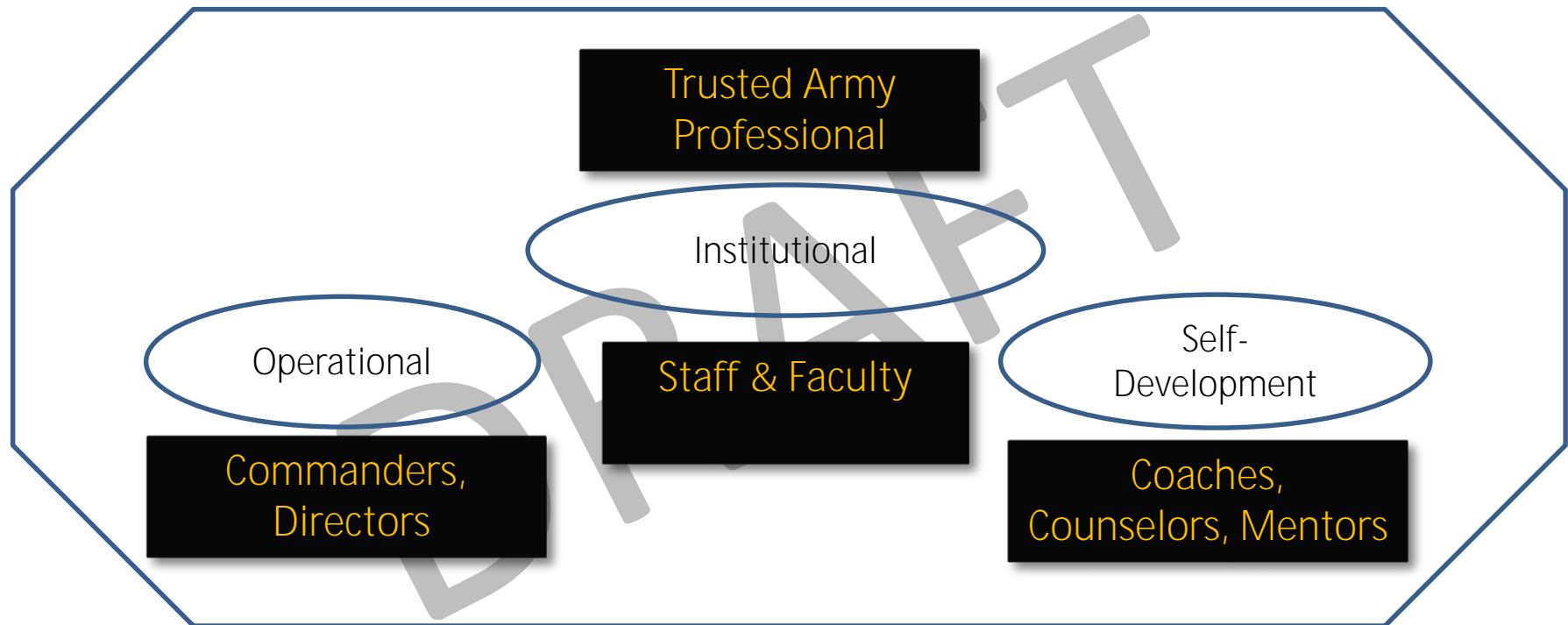
Institutional Army: Provides the infrastructure necessary to raise, train, equip, deploy, and ensure the readiness of all Army forces. The training base provides military skills and professional education. The industrial base provides equipment and logistics. Installations provide the platforms and logistics required to deploy land forces. The institutional Army supports the operational Army.

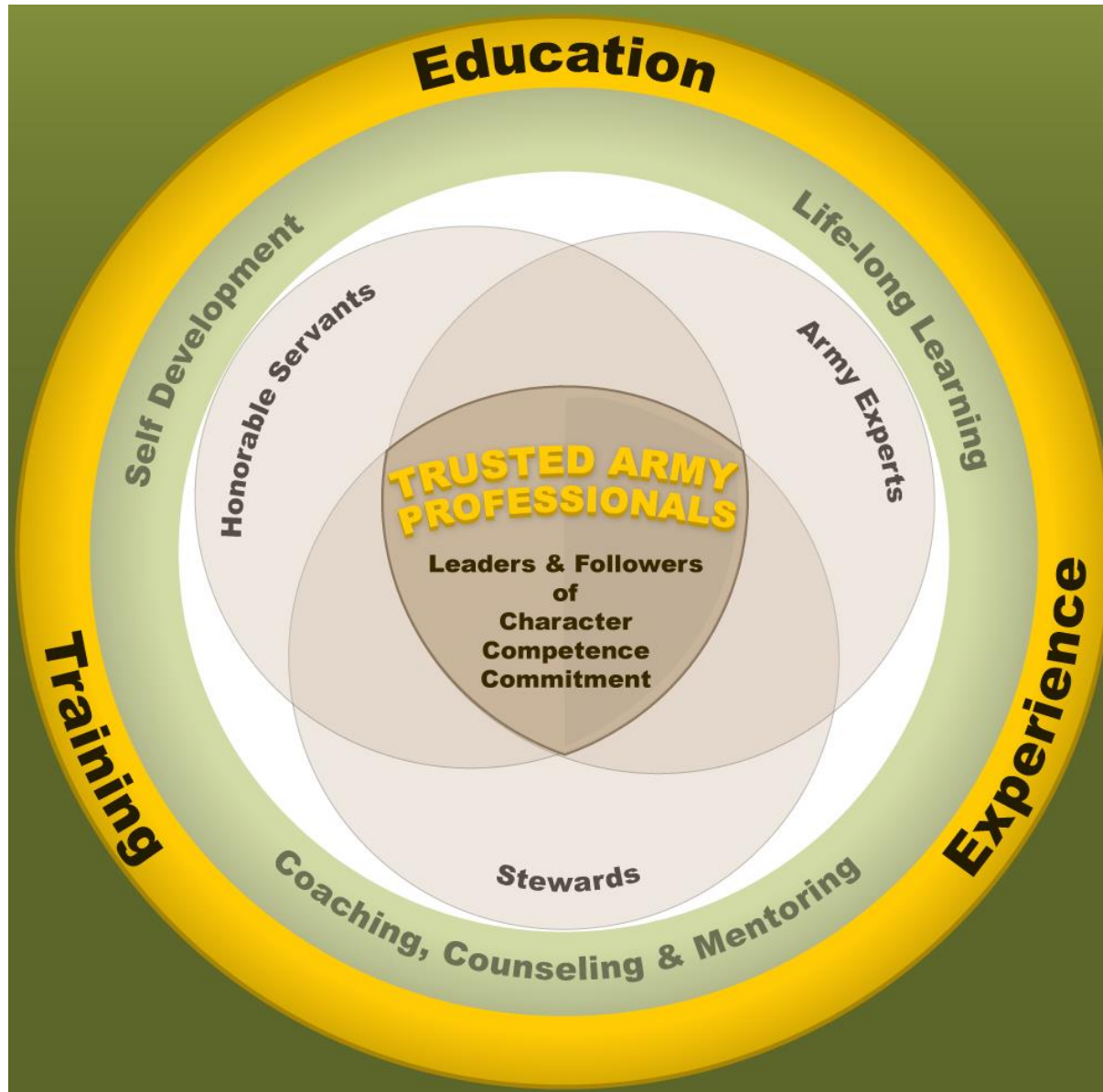




Framework for Leader Development

Army Culture of Trust
Ethical Unit Climate







Trust: Essential for Mission Command

Mission Command
- Trusted Army Professionals -

**Dedication to the
Army Ethic:
Demonstrated in
Decisions & Actions**

**Honorable
Servant
Character**

**Army
Expert
Competence**

**Performance of *Duty*:
with Discipline &
to Standard**

***Trusted
Army
Professional***

**Honorable Service
&
Mission Accomplishment:
Despite
Adversity, Obstacles, & Challenges**

**Steward
Commitment**

Live by & Uphold the Army Ethic



Revision & Analysis
Informs Doctrine
Integrates Concepts

